

**National Land Exchange Program Review
Recommendation Implementation Action Plan**

Implementation Action Plan

ACTION				
	New and/or Clarified Policy Statements	Who	Lead	Date- Calendar Year 00-
1	Formalize the Bureau Policy, established in IM-98-42, which requires State Director approval of all land exchange feasibility reports. The policy should also establish minimum feasibility report content requirements and adopt the newly coined appraisal manual “value consultation process” and documentation requirements.	WO-350	Exchange Team	2 nd Qtr.
2	Clarify the policy requirements for second level review and approval by the State Director of all compensation of costs via approval of the ATI or amended ATI.	WO-350	Exchange Team	2 nd Qtr.
3	Restate policy on the continued requirements for WO technical reviews and concurrence for transactions with federal land values in excess of \$500,000. Policy should address events that would trigger termination of the review process.	WO-350	Exchange Team	2 nd Qtr.
4	Clarify the policy requirements for State Director review and concurrence for any land exchange decision with an agreement on value based on bargaining and/or arbitration authorities.	WO-350	Exchange Team	2 nd Qtr.
5	Eliminate duplicate Handbook requirements for State Director approvals of ATIs where the Bureau is absorbing greater than 65% of exchange processing cost. This requirement will be absorbed in revised approaches requiring the inclusion of a ATI in the feasibility report.	WO-350	Bob Barbour	2 nd Qtr.
6	Establish policies on the following appraisal processes: standardized appraisal review formats; requirements for a pre-appraisal meeting when using contract or third party provided appraisal services; range of value appraisal approaches; appraisal service contracting processes and procedures; assembled exchange appraisal procedures and standards for reconciling data in multiple appraisal reports.	WO-350, w/assist. from SO chief appraisers	Dave Cavanaugh	3 rd Qtr.

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7	Develop policies concerning reserving mineral royalties and revise policies for the reservation of mineral estates in land exchanges.	WO-350 in conj. w/WO-310/320	Bob Barbour	4 th Qtr.
	QA Roles Responsibilities and Mechanisms	WHO	Lead	Priority
8	Clarify WO appraisal and exchange program management and quality assurance functions.	WO-350	Bob Barbour Dave Cavanaugh	3 rd Qtr.
9	Identify and implement a long-range evaluation schedule for the exchange and appraisal programs, with appraisal evaluations involving both peer and independent industry expertise. A specific schedule should be developed to perform an evaluation of the sufficiency and effectiveness of new appraisal guidance contained in the recently released revised appraisal manual.	WO-350, w/assist. from SO program leads & appraisers	Bob Barbour Dave Cavanaugh	4 th Qtr.
10	Address the WO oversight role in monitoring and evaluating exchange and appraisal process innovations, especially those related to assembled exchanges and other high risk areas such as ledger management, competitive exchanges, and compensation of costs.	WO-350	Bob Barbour Dave Cavanaugh	3 rd Qtr.
11	Update the exchange handbook and appraisal manual on a level of frequency that keeps pace with needs identified by the field for updated guidance on exchange and realty processes and process innovations.	WO-350	All	3 rd Qtr.

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12	Clarify the WO roles and responsibilities for monitoring workforce skills, developing training, and networking between states.	WO-350	Bob Barbour Dave Cavanaugh	2 nd Qtr.
13	Clarify SO quality assurance roles for land exchange processing, emphasizing the primary responsibilities for technical oversight of exchange feasibility reports, land exchange decisions, and appraisal reviews.	WO-350, w/SO program leads	Bob Barbour Dave Cavanaugh	3 rd Qtr.
14	Support the development and exporting of State Office QA tools and mechanisms such as checklists, workshops, Field Assistance Visits (see CA example) to improve informal quality assurance programs.	WO-350, w/assist. from all Sos	Bob Barbour Dave Cavanaugh	3 rd Qtr.

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	Manual/Handbook Updates	WHO	Lead	Priority
15	Update the handbook to ensure consistency with the newly revised Planning Manual and to include an Oregon example of an exchange plan amendment that includes a management prescription for the acquired lands.	WO-350/WO-210, w/ input from OSO	Exchange Team	2 nd Qtr.
16	Update the exchange handbook to address activity level planning for acquisitions, including an example of using the feasibility process to progressively consider acquisition project planning and processing acquisitions with multiple funding sources and partners.	WO-350, w/field assistance	Exchange Team	2 nd Qtr.
17	Revise the handbook to emphasize that the Feasibility/ATI stage is the foundation for “starting with the end in mind”, upgrade examples and flow charts, incorporate draft ATI requirement as part of the feasibility process, address value consultation, and stress the need to amend ATI’s to monitor progress.	WO-350, w/field assistance	Exchange Team	2 nd Qtr.
18	Update the Land Exchange Handbook to include newly developed feasibility report requirements for the Value Consultation Process. Integrate Appraisal Manual emphasis of value consultation, requesting contract services, and information requirements for appraisal requests with the Exchange Handbook.	WO-350, w/field assistance	Exchange Team	3 rd Qtr.
19	Update the Exchange Handbook to address standards for processing, interoffice, interagency and legislative/interstate land exchange processing.	WO-350, w/field assistance	Exchange Team	4 th Qtr.

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20	<p>Update the Handbook to provide improved guidance and examples on the following technical lands aspects of exchange precessing:</p> <p>Effective public involvement processes Effective notice of adjacent landowners and third parties interests Effective and defensible exchange decisions Protest resolution alternatives including consideration of Asst. Secy's intervention Binding exchange agreements Proforma title policies Effective exchange closing that integrate; final case adjudication checklists, draft patents and escrow instructions.</p>	WO-350, w/field assistance	Exchange Team bullets 1, 2, 3 and Bob Barbour the remainder	3 rd Qtr.
21	<p>Develop updated and improved guidance on the following resource evaluation aspects of exchange precessing:</p> <p>Water rights acquisition Mineral evaluations, reports and reservations Cultural resources inventory and assessment approaches Native American land exchange consultations</p>	WO-350, in conj. w/WO-310/320 200/	Bob Barbour	4 th Qtr.
22	Develop guidance on disposition of land exchange case files, coordinate this guidance with records management policy.	WO-350/DW-101	Bob Barbour	4 th Qtr.
23	Add to the Handbook a section on examples of how to develop success stories and highlighting the benefits of land exchanges.	WO-350, w/field assistance and public affairs	Bob Barbour	4 th Qtr.

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24	Develop revised Handbook standards for assembled exchange processing and documentation.	WO-350, w/field assistance	All	2 rd Qtr.*
25	Revise the Handbook section on the role of facilitators in exchanges and especially assembled exchanges. This guidance should also cross-reference guidance on processing acquisition projects with multiple funding sources.	WO-350, w/field assistance	All	2 rd Qtr.
26	Develop a Handbook section addressing equal value land exchange requirements, which would address documentation standards for equal value exchanges, how/when to consider cash equalization payments, identification and resolution options for value disputes, including bargaining/arbitration and tracking/equalizing values on assembled land exchanges.	WO-350, w/field assistance	Exchange Team	3 rd Qtr.
27	Develop Handbook guidance for competitive exchanges.	WO-350, w/field assistance	All	4 th Qtr.
28	Update the Handbook to address alternative funding sources and mechanisms for exchanges and controls for contributed funding or products. Special focus should be placed on developing alternatives for funding mineral, cultural, and appraisal work associated with exchanges.	WO-350, w/assist. from WO- 880 and field	Bob Barbour	4 th Qtr.
	Training Needs	WHO	Lead	Priority
29	In conjunction with the NTC, identify qualified and interested managers and staff to assist in exchange and acquisition training.	NTC, WO- 350, and SO program leads	Exchange Team	3 rd Qtr.
30	Develop training and/or workshop and communication mechanisms that will assist in rapidly and widely exporting new policies and guidance as they are developed.	WO-350	Bob Barbour Dave Cavanaugh	3 rd Qtr.

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31	In conjunction with NTC, re-evaluate and update advanced acquisition/exchange training. Place emphasis on; improved process documentation, controlled exporting of new innovations, continued joint training with the US Forest Service, updated case studies and continuing efforts to involve land exchange facilitators in training.	NTC, WO-350, USFS	Exchange Team	4 th Qtr.
32	Emphasize the following in skills and processes in formal and informal training programs; activity-level acquisition planning for large or multi-funded/partnered acquisition projects, utilizing feasibility as a process planning and evaluation tool, the value consultation process, public involvement process alternatives, decision format standards, escrow and closing requirements, managers' roles in bargaining, effective use of facilitators and integrating facilitators into training opportunities.	NTC/WO-350, w/ field assistance	Bob Barbour Dave Cavanaugh	3 rd Qtr.
33	Identify opportunities at a national level for mentoring and cross-training assignments to build skills in the exchange process.	NTC/WO-350	Bob Barbour Dave	4 th Qtr.
34	Develop and offer in FY2000 a workshop to build appraiser and realty staff understanding of the new appraisal manual requirements for land exchanges.	NTC/WO-350	Dave Cavanaugh	3 rd Qtr.
35	Continue joint training with Appraisal Institute in courses that deal with HBU, unique properties, and voluntary transactions.	NTC/WO-350	Dave Cavanaugh	2 nd Qtr.
36	Develop an orientation program for newly hired chief state appraisers.	WO-350, w/assist. from Chief State Appraisers	Dave Cavanaugh	3 rd Qtr.
37	Export Oregon appraisal training and mentoring program.	WO-350, w/assist from Oregon	Dave Cavanaugh	4 th Qtr.

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	Other	WHO	Lead	Priority
38	Encourage exchange facilitators to continue to participate in training, workshops and other forums designed to share information and build skills. Ensure they receive copies of updated policy and guidance.	WO-350, w/assist from SO staffs	Bob Barbour Dave Cavanaugh	3 rd Qtr.
39	Compile a national listing of appraisal expertise and resources for unique and complex appraisal assignments.	WO-350, w/assist. from appraisal staffs	Dave Cavanaugh	4 th Qtr.
40	Support Field Committee work groups in evaluating existing staffing and skill levels and addressing alternatives for future recruitment and retention for realty and appraisal functions.	WO-350, w/ field assistance, Field Committee	Dave Cavanaugh	3 rd Qtr.
41	Continue to encourage networking mechanisms such as the acquisition personnel index, newsletters, mentoring and cross-training assignments.	WO-350, NTC, w/ assist from FOs	All	2 nd Qtr.
42	Export automated Oregon/California appraisal log for broader Bureau use.	WO-350, w/assist. from Cal. SO	Exchange Team	3 rd Qtr.
43	Encourage continued dialogue with State land commissioners related to efficient and expedited processes for state exchanges.	WO-350	All	2 nd Qtr.

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44	Support additional legislative acquisition authorities similar to the Southern Nevada Public Land Management Act to add sell/buy options in competitive real estate markets.	WO-350, w/assistance from Legislative Affairs	All	2 nd Qtr.
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